

Project Charter

A. General Information

Project Title: HCHB HR Operations Center

Executive Sponsor: Deborah Jefferson **Project Office:** Chief Financial Officer and Assistant Secretary for Administration

Prepared by: Tom Kreider

Points of Contact

Position	Name/ Organization	Phone	E-mail
Executive Sponsor	Deborah Jefferson Director, Office of Human Resources Management	202.482.4807	djefferson1@doc.gov
Project Manager	Tom Kreider Office of Human Resources Management	202.482.0537	tkreider@doc.gov

B. Executive Summary

There are currently four human resources servicing offices located within the Herbert C. Hoover Building (HCHB). These four offices service approximately 3500 federal employees. Under the Optimal Services Delivery Initiative it was decided to combine ITA, OS and EDA's HR servicing offices into one, creating a one-stop service center for all HR services to HCHB building occupants, serviced by these three HR offices, except for employees of the "blue carpet" and the IG's office. The overall intent is to decrease the number of HR servicing offices housed in HCHB, improve efficiencies, and to increase the quality of customer service. Specific organizational design, servicing ratios, cost per full-time equivalent and lines of authority and reporting are to be determined.

The principal people who will be affected by this decision are all Department of Commerce employees who receive HR servicing from either the Office of the Secretary (OS), International Trade Administration (ITA), or the Economic Development Agency (EDA). This includes employees and managers from OS, ITA, Minority Business Development Agency (MBDA), National Telecommunications and Information Administration (NTIA), Bureau of Industry and Security (BIS), EDA, and the non-SES portion of Bureau of Economic Analysis (BEA).

Currently, three HR servicing offices mentioned above each act independently. Each has an HR Director at the GS-15 or higher. HR Servicing is accomplished with federal employee staff, contracted staff, or a combination of both federal and contracted staff. As part of this initiative, all combinations will be examined to reach the best value in service level, quality, and cost. Options also exist in the location and organizational structure of an operations center.

The proposed merger of HR offices could cause a reduction in redundancy of services offered, centralize and automate more of the transactional processes, further revise the HR generalist role to be more client-focused, and move all of the operational work to a shared services center. The project goal is to establish an HCHB HR Operations Center to provide basic HR functional servicing to the DOC HCHB federal population. The proposed organization will take advantage of the economy of scale, further use of automation and employee self-service functionality, and greater consulting flexibility. This effort will create an office that provides excellent customer service and reliable HR consulting services in all functional areas assigned to include but not limited to talent management, performance management, payroll, record keeping, employee and labor relations consulting and transactional processing.

C. Project Purpose

1. Business Problem

There are currently four human resources servicing offices located within the Herbert C. Hoover Building (HCHB)¹. These four offices service approximately 3500 federal employees. Under the Optimal Services Delivery Initiative it was decided to combine ITA, OS and EDA's HR servicing offices into one, creating a one-stop service center for all HR services to HCHB building occupants, serviced by these three HR offices, except for political appointees, staff assigned to the Secretary's Immediate Office, and the IG's office. The overall intent is to decrease the number of HR servicing offices housed in HCHB, improve efficiencies, and increase the quality of customer service. Specific organizational design, servicing ratios, cost per full-time equivalent, and lines of authority and reporting are to be determined.

2. Project Business Objectives

DOC or Bureau Strategic Plan – Initiative or Critical Issue	Project Business Objectives
Optimal Service Delivery	HCHB Human Resources Operations Consolidation

D. Assumptions

The following list of assumptions will be considered to be true and correct with the signing of this document.

- Once established, all employees working in the new HCHB HR Operations Center will be migrated to the Demonstration Project
- Satellite offices currently serviced by OS, ITA and EDA will continue to receive services from the HCHB HR Operations Center
- All corporate strategic and workforce planning activities (accountability, audit reviews, closing skill gaps, scorecard reporting, etc.) will remain within the OS—Office of Corporate Human Capital Strategy and Workforce Initiatives, OHRM

¹ The 4 HR Servicing Offices are located in the Office of the Secretary (OS), International Trade Administration (ITA), the Economic Development Administration (EDA) and Inspector General's (IG) Office. For purposes of this project, the HR servicing offices located in OS, ITA and EDA are being considered for consolidation. The IG deferred his decision to include the IG's HR office to a later date.

- Within HCHB, no restriction on physical or organizational location of the HCHB HR Operations Center
- All routine training activity (LMS, administration of classroom coordination/training, 182 processing, etc.) will be available within the HCHB HR Operations Center
- Establishing and maintaining Department-wide policy will not be included in the HCHB HR Operations Center
- EAP Services will not be handled in the HCHB HR Operations Center
- Strategic and Workforce Planning. The HCHB HR Operations Center will not provide consulting services on strategic and workforce planning issues, including the President's Human Capital Initiative. This activity will continue to be performed by each bureau's representative (BIS, BEA, NTIA, MBDA, EDA, ITA and OS) for Human Capital and scorecard reporting.
- Current IT and web support will continue as a part of the HCHB HR Operations Center
- HCHB HR Operations Center will be appropriately staffed to provide optimal service delivery
- The potential use of "Buy-Outs" may be considered for surplus HR staff
- Reduction-In-Force will not be considered for this project
- Once established, employees assigned to either OS/OHRM, ITA/OHRM, or EDA who spend 50% or more of their time performing any combination of the HR operating functions that are described below will be reassigned from their current organization to the HCHB HR Operations Center

The HCHB HR Operations Center is a Center that provides day-to-day human resources services to client-based organizations comprised of employees, managers, and applicants within the HCHB and applicable field offices. The HR Operations Center manages the administrative aspects of its serviced clients to include the following:

- Personnel and Payroll Processing. Receives and processes request for personnel actions {SF-52s} and payroll documents (e.g., savings bonds, etc.).
- Staffing and Recruitment. Serves as the consultant regarding recruitment initiatives, use of hiring flexibilities; performs the full realm of merit promotion recruitment activities for all vacancies (e.g., assists managers in performing job analyses, prepares vacancy announcements, rates applications, prepares certificates); issues competitive certificates, including certificates prepared by the delegated examining unit or OPM; extends official job offers, arranges for entrance on duty for new appointees, and release dates for current Federal employees; codes personnel actions such as reassignments, details, promotions, change to lower grades, realignments, transfers; initiates background investigation, etc.

- **Benefits/Retirement Counseling.** Serves as the consultant regarding health/life insurance, thrift savings plan, flexible spending accounts, dependent care flexible spending accounts, designation of beneficiary forms, retirement eligibility counseling, estimates, etc.; prepares applicable paperwork for retirement; certifies changes in thrift savings plan, health and life insurance, etc.
- **Employee Relations Counseling.** Serves as the consultant regarding employee performance, conduct, grievances, Equal Employment Opportunity (EEO), etc; assists managers in the preparation of disciplinary and adverse action notices, responses to employee grievances; provides coordination with the Office of General Counsel.
- **Senior Executive Service (SES) Activities.** Serves as the consultant for staffing and recruitment, position classification, performance management, and recognition. Provides support services to bureau Executive Resources and Performance Management Board. Coordinates approval of requests with Department management. Processes all personnel transactions.
- **Performance Management and Awards Administration.** Serves as the consultant regarding the administration of the performance management program and awards, including award ceremonies; provides guidance to managers and employees on performance plans, midpoint reviews, performance appraisals and awards; processes performance ratings and awards.
- **Labor Relations.** Serves as the consultant between management officials and the unions on labor relations issues, negotiations; prepares applicable grievance correspondence, etc.
- **Classification and Position Management.** Serves as the consultant for administering the classification program, (e.g., classifies position descriptions, prepares evaluation statements, conducts desk audits, adjudicates classification appeals, validates position descriptions, reviews reorganizations, etc.)
- **Pay Administration.** Serves as the consultant for basic pay setting; locality pay; special rates; compensatory time for travel, back pay; pay limitations; premium pay; grade and pay retention; severance pay; recruitment, relocation, and retention incentives; cost-of-living allowances (COLA), etc.
- **Financial Disclosure.** Provides the Department's Office of General Counsel with annual and bi-weekly updates on the OGE-450 filers and SF-78 filers.
- **Leave Administration.** Serves as the consultant for all leave administration such as hours of duty, sick leave, annual leave, administrative leave, leave without pay, family medical leave act, sick leave to care for a family member with a serious health condition, credit leave, etc.
- **WebTA.** Serves as the consultant for all webTA processing, questions, and issues for serviced clients

- Telecommuting. Serves as the consultant for all telecommuting administration. Maintains telecommuting agreements and issues required reports.
- HR Reporting Center Data Collection. Creates and runs requested reports; gathers and analyzes data.
- National Finance Center user IDs and Passwords. Issues IDs and passwords for new and current employees, in coordination with the Departmental NFC Security Officer.
- Information Technology (IT) and Web Support. Provides limited IT help desk services and web support for the Center staff.
- Outreach/Diversity. Attends job fairs; conducts recruitment efforts with colleges, universities, affinity groups, etc.
- Training. Serves as the consultant for employee development and training; arranges onsite training for supervisory and leadership development; provides program support for the Learning Management System.
- Continuity of Operations (COOP). Provides COOP in the event of a crisis or significant security event that would require activation of any COOP personnel functions, service plans, and Employee Accountability reporting.
- Homeland Security Presidential Directive (HSPD)-12. Processes all employees within the HSPD-12 directives. Maintains a current spreadsheet to provide compliance of all HSPD-12 actions. Serves as the sponsor for providing requests for employee PIV badges.
- New Employee Orientation. Schedules and conducts new employee orientation; administers the Oath of Office.
- Reports. Provides regular and recurring reports to supported units.
- Official Personnel Folder (OPF). Maintains employees' OPF in accordance with OPM and the National Archives and Records Administration (NARA) requirements.
- Principal Human Resource Manager. Provides information to serviced clients regarding topics presented at the Principal Human Resource Manager's meetings or other Department meetings where supported unit representatives are not present.

E. Project Description, Scope and Management Milestones

1. Project Description

Through the design of a business case for implementation, the Project Management Team and advisors will deliver recommendations to the Key Stakeholder Board. The Board will approve the appropriate implementation scheme. Finally, the Team will implement the HCHB HR Operations Center and monitor operations for success.

2. Scope

The project will encompass the development and delivery of a business case for implementation and will deliver the functioning HCHB HR Operations Center. All required resources that are approved and provided by the Board will be managed by the Team. The project will not manage or develop any process that is not part of establishing the services to be delivered by the HCHB HR Operations Center. This project will conclude with the final report that will be presented within sixty days after the final project deliverable has been accepted.

3. Summary of Major Management Milestones and Deliverables

Event	Estimated Date
Project Charter Approved	May 2, 2007
Business Case Completed	August 30, 2007
Business Case Approved	September 28, 2007
Implementation Started	October 1, 2007
Implementation Completed	March 28, 2008
Assessment Completed	June 30, 2008
Project Closed Out	August 30, 2008

4. Project Deliverables

- Business Case for Implementation
- Project Management Plan for selected implementation option
- Change Management Plan for selected implementation option
- Policy Documents: Departmental Organizational Order, Departmental Administrative Orders, and Service Level Agreements
- Operational HCHB HR Operations Center
 - Organizational structure, personnel, and lines of supervision in place and ready to service customers (Management, HR, and IT)
 - HCHB HR Operations Center web pages in place
 - Ability to announce, issue certificates, and hire applicants through the ACES
 - Ability to process and transmit request for personnel actions to NFC with the new POI (transfers, reinstatements, new hires, reassignments, change to lower grades, promotions, temp promotions, suspensions, LWOP, etc.)
 - Ability to utilize NFC, webTA, and eOPF
 - Provide consulting HR services to employees, managers, and applicants

F. Project Authority

1. Authorization

This project has been authorized by the Department of Commerce Chief Financial Officer and Assistant Secretary for Administration. This project is part of the Department of Commerce Deputy Secretary's Optimal Service Delivery Initiative.

2. Project Manager

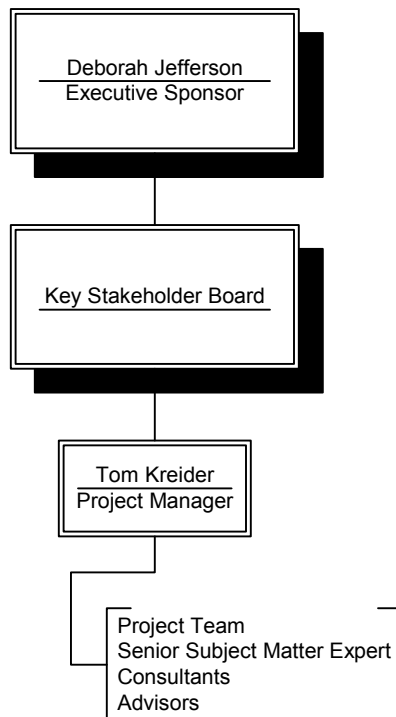
Tom Kreider will serve as Project Manager. Tom is a certified Project Management Professional (PMP) and has successfully managed other large-scale DOC projects in the field of human resources management. As needed, Tom will consult with other PMPs and senior advisors in project management. Tom is a member of the DC Chapter of PMI.

3. Oversight

This project will be internally managed by the Project Management Team, with direct oversight by the Key Stakeholder Board. The Key Stakeholder Board will approve and accept all major deliverables. Each week, the Office of Management and Organization will review the project status with weekly update reports to the Department of Commerce Chief Financial Officer and Assistant Secretary for Administration.

G. Project Organization

1. Project Organization Chart



2. Organization Description

The Executive Sponsor chairs, but does not vote on the Key Stakeholder Board. The Key Stakeholder Board approves all deliverables from the Project Team. The Key Stakeholder Board provides all approved resources for the Project Team. The Project Manager leads the Project Team. The Project Team consists of subject matter experts, both from the client and operations perspective. The Project Team includes a senior subject matter expert and deputy project manager. As needed, the Project team also includes consultants and advisors.

3. Roles and Responsibilities

Executive Sponsor

- Lead the Key Stakeholder Board
- Integrate this project with corporate initiatives

Key Stakeholders

- Timely review, edit, and approval of all major documents and deliverables
- Attend and participate in all Key Stakeholder Board meetings in person or by substitution
- Acquire needs of budget
- Acquire additional outside resources as requested
- Make timely decisions on issues/recommendations presented by the Project Management Team

Project Manager

- Lead Project Management Team
- Ensure timely delivery of all project deliverables
- Ensure full adherence to project management plan

Project Management Team

- Develop all required project documents
- Attend and participate in all project meetings in person or by substitution
- Adhere to the agreed upon communication plan
- Determine required resources
- Carry out task(s) and deliverables as assigned by the Project Manager using available subject matter experts or resources to complete assigned task(s)

Senior Subject Matter Expert

- Actively participates as a member of the Project Management Team
- Serves full-time as the key resource on HR policy for the Project Management Team

Deputy Project Manager

- Prepares for and does act in the capacity of the Project Manager during his absence

H. Resources

During the creation of the Business Case for Implementation, all required resources will be identified in detail. As part of the approval process for the Business Case for Implementation, the Key Stakeholder Board will ensure that the required resources are made available to the Project Management Team.

I. Signatures

The signatures below document approval of this document. The Project Manager is empowered by the Executive Sponsor to proceed with the project as outlined in this document.

Position	Signature/Printed Name	Date
Executive Sponsor	Deborah Jefferson	
Project Manager	Tom Kreider	
Key Stakeholder Board Member	David Bell	
Key Stakeholder Board Member	Kurt Bersani	
Key Stakeholder Board Member	Fred Fanning	
Key Stakeholder Board Member	Bill Fleming	
Key Stakeholder Board Member	Edith McCloud	
Key Stakeholder Board Member	Bernadette McGuire-Rivera	
Key Stakeholder Board Member	Mary Pleffner	
Key Stakeholder Board Member	David Robinson	
Key Stakeholder Board Member	Gay Shrum	